

CORNELL UNIVERSITY OFFICIAL PUBLICATION

NOVEMBER 18, 1949

School of Business and Public Administration

ANNOUNCEMENT FOR
1950-1951 SESSIONS



THE UNIVERSITY CALENDAR

1950-1951

FALL TERM

Freshman Orientation begins Sept. 14, *Thursday*
Registration Sept. 18-19, *Monday* and
Tuesday
Instruction begins Sept. 20, *Wednesday*, 1 p.m.
Midterm grades due Nov. 8, *Wednesday*
Thanksgiving recess:
 Instruction suspended Nov. 29, *Wednesday*, 12:50 p.m.
 Instruction resumed Dec. 4, *Monday*, 8 a.m.
Christmas recess:
 Instruction suspended Dec. 20, *Wednesday*, 10 p.m.
 Instruction resumed Jan. 4, 1951, *Thursday*, 8 a.m.
Examinations begin Jan. 22, *Monday*
Examinations end Jan. 31, *Wednesday*
Midyear holiday Feb. 1, *Thursday*

SPRING TERM

Registration Feb. 2-3, *Friday* and *Saturday*
Instruction begins Feb. 5, *Monday*, 8 a.m.
Midterm grades due Mar. 24, *Saturday*
Spring recess:
 Instruction suspended March 24, *Saturday*, 12:50 p.m.
 Instruction resumed April 2, *Monday*, 8 a.m.
Examinations begin May 28, *Monday*
Examinations end June 5, *Tuesday*
Commencement Day June 11, *Monday*

CORNELL UNIVERSITY OFFICIAL PUBLICATION

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*School of Business and
Public Administration
1950-1951*

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Faculty

Edmund Ezra Day, Ph.D., LL.D., *Chancellor of the University*

Cornelis Willem de Kiewiet, Ph.D., *Acting President of the University*

Paul Martin O'Leary, Ph.D., *Dean of the School and Professor of Economics*

William Herbert Childs, Ph.D., *Associate Professor of Accounting*

Willis David Curtiss, LL.B., *Assistant Professor of Law*

Melvin Gardner de Chazeau, Ph.D., *Professor of Business Economics and Policy*

Delbert James Duncan, M.B.A., Ph.D., *Professor of Marketing and Distribution*

Donald English, M.B.A., *Professor of Accounting*

Schuyler Dean Hoslett, M.P.A., Ph.D., *Assistant Professor of Administration*

John Greenwood Brown Hutchins, Ph.D., *Professor of Business History and Transportation*

Elias Huzar, Ph.D., *Associate Professor of Government*

Arthur Edward Nilsson, Ph.D., *Professor of Finance*

James Wendell Partner, M.B.A., *Assistant Professor of Marketing*

William Hartley Shannon, M.B.A., LL.B., C.P.A. (Kansas), *Associate Professor of Accounting*

Mr. Kenneth S. Barnes, *Librarian*

Mrs. Frances K. Rea, *Secretary*



School of Business and Public Administration

THE PRINCIPAL PURPOSE of the School of Business and Public Administration is to give professional training to men and women who want to enter private business or who desire employment with public agencies, federal, state, local, or international. Graduates may anticipate careers as independent businessmen or with established concerns engaged in a wide range of trade, industry, or finance. Graduates who have concentrated in Public Administration may enter government or international service as administrative specialists, economists, or trade analysts. Both private business and government agencies need increasingly the services of persons who can function usefully in either field. The School will attempt to train persons who, as they gain experience, will develop into genuine leaders, persons who grow into careers instead of men and women who merely hold jobs. Real effort has been made and will continue to be made to provide a curriculum which develops: (1) the student's knowledge of the problems and operating methods of business and government; (2) his knowledge of the sources of information upon which sound decisions must be based and his skill in the use of the techniques for assembling and interpreting such information; (3) his capacity and his own confidence in his capacity for making sound decisions in association with other persons; and (4) a sense of professional responsibility toward the social consequences of his actions.

It is a basic assumption of the School that private business and the public service have more similarities than differences. Consequently, it is further assumed that capacities for useful careers in either or both areas can be best developed by an integrated program of instruction such as the School offers.

REQUIREMENTS FOR ADMISSION

Admission to the work of the first year of the School of Business and Public Administration is open to Cornell students who have: (1) com-

pleted at least three years' work in one of the University's undergraduate schools or colleges, (2) who have arranged with their undergraduate school or college to accept the first year's work in the School of Business and Public Administration in satisfaction of all remaining requirements for the student's baccalaureate degree, and (3) who have been accepted by the School. Having received that degree, the student may then obtain the Master of Business Administration or Master of Public Administration degree by completing the second year's work in the School.

Students who have done their undergraduate work away from Cornell must obtain the baccalaureate degree before entering the School of Business and Public Administration unless they can arrange with their undergraduate college to accept the first year's work in the School of Business and Public Administration as credit for the senior year in their undergraduate college.

The School of Business and Public Administration does not give course credits for work done elsewhere. It does, however, permit students to substitute electives for required courses when the work of the required course has been substantially covered elsewhere. The professor in charge of the required course will pass upon all such requests for the privilege of substitution.

Cornell students are expected to arrange with their college offices for approval of double registration when applying for admission to the School of Business and Public Administration. It is the student's obligation to be sure that he will qualify for his appropriate bachelor's degree if he completes successfully the first year's work in the School of Business and Public Administration.

The School will give predominant weight to the quality of an applicant's previous academic record rather than to particular courses which he has taken. However, students who plan to enter the School are expected to include in their undergraduate programs basic courses in Economics, Accounting, Statistics, and American Government. Students who intend to specialize in Public Administration should try to include courses in Political Science in their undergraduate programs prior to entering the School. The School will expect its students to have and to maintain a command of good oral and written English.

Admission application forms may be obtained from the Secretary, School of Business and Public Administration, McGraw Hall, Cornell University, Ithaca, New York. They should be filled out carefully and completely and returned to the Secretary. Applications for the academic year 1950-1951 should be filed by June 1, 1950. While

the School will receive applications after June 1, 1950, most available places may be filled prior to that date. Consequently, applicants should file applications as early as possible. New students will be admitted to the School only once a year — in the term beginning in September. Applications will be passed upon promptly and will either be accepted, rejected, or deferred for further consideration. Applicants who have been either accepted or rejected will be notified promptly. Deferred applicants will be informed as to the approximate date of a final decision on their applications.

DEGREES CONFERRED

The School of Business and Public Administration confers two degrees, the Master of Business Administration and the Master of Public Administration. The principal divergence in the courses of study occurs in the work of the second year. Consequently, although every student must indicate, upon entering the School, for which degree he is a candidate, it is possible to switch to candidacy for the other degree at the beginning of the second year in the School.

Candidates for either degree must complete courses carrying a minimum of 60 credit hours in the School in order to qualify for the degree.

DEGREE WITH HONORS: The School of Business and Public Administration confers the degrees of Master of Business Administration and Master of Public Administration with Honors upon a limited number of students. The attainment of one of these degrees indicates not only excellence in course work, but also a broad knowledge of both business and public administration in general and an ability to integrate effectively the materials of the separate courses.

To become a candidate for honors a student must have at the beginning of his fourth term: (1) a scholastic average in his approved courses of 85 or better; and (2) the approval of the faculty.

To receive honors a candidate must pass two examinations as follows: (1) a general written examination to be taken simultaneously by all candidates for honors and to be given not less than three weeks before the beginning of the final examination period; (2) an individual oral examination before the faculty, to be given after the written examination but before the commencement of the final examination period.

Students who successfully pass these examinations are excused from the regular course final examinations.

Applicants for honors should inform the chairman of the committee

on Honors Degrees, Professor John G. B. Hutchins, of their desire to be candidates not later than April 1.

REGISTRATION

Students who have been accepted for admission in the fall term, 1950-1951, should report for registration and assignment to classes on September 18, 1950.

Students who are registering at Cornell for the first time must, prior to registration or during the process thereof, (1) make a deposit of \$25; and (2) present a certificate of vaccination against smallpox.

THE DEPOSIT: Of the \$25 deposit, \$12 will be credited as payment of the University matriculation fee. The remaining \$13 constitutes a guaranty fund which all students must maintain and which will be refunded upon graduation or permanent withdrawal, less any indebtedness to the University. An applicant who has made this deposit in advance of registration and who decides not to enter the School should notify the Secretary of the School immediately and request the return of the deposit. Applications for refund received on or before August 15 will be granted as a matter of course. An application for refund received after August 15 will not be granted unless the applicant's failure to matriculate is due to illness or to some other circumstances beyond his control.

Students who have previously matriculated at Cornell and who have for any reason received a refund of the \$13 guaranty fund must redeposit it on or before registration day of their first term in the School.

THE CERTIFICATE OF VACCINATION: Every candidate for admission who has not previously matriculated at Cornell is required to present a certificate of vaccination against smallpox. This must certify that within the past five years a successful vaccination has been performed or three unsuccessful attempts at vaccination have been made.

SPECIAL NOTICE TO WAR VETERANS: Students who are attending the University with the aid of the benefits provided under Public Law 16 or Public Law 346 as amended (the so-called G. I. Bill) do not have to present the certificate of vaccination referred to above.

THE UNIVERSITY MEDICAL EXAMINATION: Every student entering Cornell for the first time is required to make an appoint-

ment for a thorough physical examination given by the University staff doctors and to report for the examination promptly at the designated hour. The Medical Department will have a table set up in Barton Hall during registration to schedule examinations.

PHOTOGRAPHS: On or before October 1, every new student must supply the School with a small photograph of himself for the School's records.

TUITION AND FEES

Tuition and fees in the School of Business and Public Administration for each term (there are two terms of sixteen weeks each in the normal academic year) are as follows:

Tuition	\$300.00
College and University General Fee	40.00

	\$340.00

In addition to these term fees, new students must pay the \$12 matriculation fee and \$13 guaranty fund deposit as explained previously under *Registration*.

A graduation fee of \$10 must be paid not less than ten days before a degree is to be conferred.

For additional information about rules of payment and living costs at Cornell, consult the *General Information* booklet published by the University.

STUDENT AID

SCHOLARSHIPS: Through the generosity of The Grolier Society, educational publishers, its president, Mr. Fred P. Murphy, and its vice-president, Mr. Claude C. Harding, the School offers a number of scholarships paying from \$250 to \$500 a year to students showing genuine academic promise and financial need. From year to year, the School hopes to be able to offer additional scholarships of this same general sort.

Application forms for scholarships may be obtained from the Secretary, School of Business and Public Administration, Cornell University, Ithaca, New York.

UNIVERSITY LOAN FUNDS: Students who have been in residence and in good standing for at least two terms are eligible to borrow money from student loan funds. Preference is given to applicants who

have a high scholastic standing and who are within a year or two of graduation. The Dean of Men and Dean of Women receive applications for aid from the loan funds.

JOB PLACEMENT: The School maintains a job placement service. It will make every effort to assist its graduates to find suitable employment for themselves.

GENERAL INFORMATION

War veterans who plan to attend Cornell under the benefit provisions of Public Law 16 or Public Law 346 as amended (the so-called G. I. Bill) should take up all matters pertaining to qualifying for such benefits with the Office of Veterans Education, Cornell University, Ithaca, New York.

HOUSING: All requests for information about rooms for single students and housekeeping accommodations for married students should be addressed to Manager, Residential Halls, Cornell University, Ithaca, New York.

Consult the *General Information* booklet for other information about the University. It may be obtained from Cornell University Official Publication, Administration Building, Ithaca, New York.

SUMMER EMPLOYMENT

During the summer between the first and second school year, all students are expected to utilize their time in a way which will further their professional development. This may be done: (1) by finding summer employment of an appropriate sort; (2) by taking approved summer courses at Cornell or elsewhere; or (3) by a planned program of summer travel.

All second-year students must file a report with the School not later than October 15, explaining in detail how the summer was spent and what benefit the student believes he obtained from his experience. This report will become an important part of the student's personnel record.

Students are expected to find their own summer employment. The School, however, will assist them in doing so.

Courses of Study

THE FIRST YEAR

In keeping with the basic assumption that business administration and public administration have more common elements than differences, the School has planned its curriculum so that it represents, first, an emphasis upon a common core of courses which all students are required to include in their first-year program; and, second, an emphasis in all the courses in the School upon the interrelationships between the management of business and the administration of public activities.

The courses making up the core of work required of all students in the first year are:

	<i>1st term</i>	<i>2nd term</i>
100-101. Administration	3	3
110-111. Principles of Accounting	3	3
130. Analytical Economics	3	
140. Finance		4
170. Statistics	4	

In addition to the above courses, candidates for the M.B.A. degree must take Marketing (160-161), unless they arrange to defer taking it until the second year. (Ordinarily this privilege of deferring Marketing is restricted to students planning to take the concentration in professional accounting.) Candidates for the M.P.A degree must take Course 102, Personnel Administration, and two courses in the field of public finance: Agricultural Economics 138, Taxation, and Economics 502, Federal Public Finance. Candidates planning to concentrate in personnel relations should take Course 102, Personnel Administration, in the second term.

Students who, before entering the School, have had courses substantially equivalent to any of the required courses listed above may be allowed to substitute electives therefor. Actually the School expects that many applicants will have taken courses equivalent to 110-111 (Principles of Accounting), 130 (Analytical Economics), or 170 (Statistics) before entrance so that other courses can be elected. New stu-

dents who want to substitute electives for such required courses are expected to supply official descriptions of equivalent courses previously taken elsewhere.

In addition to the required core of courses (or their substitutes), students will elect courses with the approval of their advisers, bringing their program normally to 15 or 16 hours a term. In special cases, students may be permitted to carry as many as 19 hours a term.

THE SECOND YEAR

During the second year, the student must complete the requirements of a *Concentration* plus approved elective hours sufficient to fill out the minimum of 60 semester hours required for graduation.

THE MASTER OF BUSINESS ADMINISTRATION DEGREE

Concentrations for this degree are: Accounting, Finance, Business Management, Marketing, Personnel Relations, and Special. The objectives and requirements of these concentrations are described below.

Accounting (Master of Business Administration degree)

A student may pursue either of two accounting concentrations depending on his vocational aim. The first may be designated general and is designed to fit the student for a position in the accounting department of a business or a governmental agency; the second, the professional, is designed to prepare the student for a career in public accounting and fulfills the academic requirements for the Certified Public Accountant certificate in New York State.

The general accounting concentration is flexible, depending on the student's preparation prior to entering the School and his proposed vocational objective. A student electing the general accounting concentration must fulfill the following requirements in accounting plus all other School requirements:

1. Complete the following courses:
 - (a) 212. Internal Control
 - (b) 210. Cost Accounting
2. Complete 6 additional hours of accounting work to be selected from the following courses:
 - (a) 112. Advanced Accounting
 - (b) 113. Advanced Accounting
 - (c) 214. Tax Accounting
 - (d) 215. Financial Accounting
 - (e) 216. Auditing Procedure

A student who plans to fulfill the academic requirements for the Certified Public Accountant certificate must pursue the following program of courses in addition to courses 112 and 113 — Advanced Accounting:

	<i>1st term</i>	<i>2nd term</i>
210. Cost Accounting		3
212. Internal Control	3	
214. Tax Accounting		3
216. Auditing Procedure		3
230-231. Business Policy and the Public Interest	3	3
250. Advanced Business Law	3	

Students who plan to take the second-year professional accounting concentration (described above) are advised to complete a year's work in accounting, where possible, before entering the School. It is possible to complete the work of the professional accounting concentration without such a pre-entrance accounting course, but this requires a very rigid schedule during the student's two years in the School. Consequently, a one year's pre-entrance course in accounting is desirable for such students. Moreover, if they have not received credit for at least 3 semester hours of work in the general field of finance before entering the School, they must take 3 hours' work in finance beyond the 4-hour first-year required course. They must also take the 6-hour course in Legal Problems of Business (courses 150-151), which other students need not take until the second year. Consequently, students must decide at the beginning of their first year whether they wish to take the special professional accounting concentration. Otherwise they will have to spend an additional year in the School to complete the required work. In special cases, accounting students may be allowed to substitute other courses for courses 230-231.

Finance (Master of Business Administration degree)

The administration of the financial affairs of business plays a critically important role in business management. It is essential, therefore, that the student of business possess a broad understanding of the function of finance in business, its mechanisms, and the operation of the financial system which has been evolved to serve the needs of the business community.

The program in Finance presents an integrated treatment of the operational aspects of business and investment finance, the functions

of financial institutions and capital markets, and the basic economic and legal framework of financial organization. It is designed to meet the needs of students who look forward to specialized careers in the financial management of business and to careers in commercial, savings, and investment banking, financial counseling, and investment management. In the area of public administration the program should be especially helpful to those planning careers in the government service, intending to specialize in fiscal administration or in the work of state and federal administrative agencies.

The requirements for the Finance concentration include the courses listed below. By inclusion of electives in other areas of instruction, greater emphasis may be placed on certain specialized phases of the subject. *Tax Accounting* is strongly urged for students interested in investment analysis and management.

		1st term	2nd term
150-151.	Legal Problems of Business	3	3
215.	Financial Accounting	3	
230-231.	Business Policy and the Public Interest	3	3
240.	Analysis of American Industries		3
243.	Financial Management	3	
244.	Investment Management		3

Business Management (Master of Business Administration degree)

The program in Business Management is offered in recognition of the high premium which modern business places upon the skills of organizing, planning, co-ordinating, directing, supervising, analyzing, and evaluating. The growth in size of business enterprises, their complexity and specialization, the necessity for rapid and continuous adaptation in policies and methods, the recent trends toward decentralization in both decision making and in operations — all place new emphasis upon the over-all knowledge and skills and upon the staff activities assisting in co-ordination and control. The concentration in Business Management will stress the administrative process as such, particularly in its policy making and in its unifying and co-ordinating functions.

The Business Management program is arranged to meet the needs of those students who look toward general rather than specialized careers, those who expect to operate businesses of their own, and those who are interested in such positions as staff assistants, management consultants, general supervisors. The program is also designed for

those students who prefer not to choose a field of specialization but to prepare themselves through fundamental training to assume responsibility and leadership in whatever business field they later find opportunities.

	<i>1st term</i>	<i>2nd term</i>
230-231. Business Policy and the Public Interest	3	3
150-151. Legal Problems of Business	3	3
200. Problems in Business Administration ..	3	
102. Personnel Administration		3
Production Management		3
(Engineering 3261, Industrial Engineering)		

Marketing (Master of Business Administration degree)

The productive capacity of the United States has increased enormously during the past decade and more. Utilization of this capacity in the production of peacetime merchandise to meet domestic and foreign requirements will necessitate more careful study of existing and potential markets than ever before. Sales organizations must be rebuilt, comprehensive programs of market research developed, and provision made for the maintenance of satisfactory manufacturer-distributor relationships before effective marketing practices can be carried out.

The Marketing concentration has been designed for students planning to accept positions in sales organizations, market research agencies, retail and wholesale establishments, and other forms of distributive effort. Emphasis is placed upon the appraisal of current developments in the field, the increasingly close relationship between business and government in the field of marketing activities, and the need for revising policies and methods to meet changing conditions.

	<i>1st term</i>	<i>2nd term</i>
230-231. Business Policy and the Public Interest	3	3
150-151. Legal Problems of Business	3	3
261. *Problems in Sales Management		3
262. Marketing Research	3	
263. *Retail Distribution	3	
264. *Advertising Management		3
269. Marketing Seminar		3

* Only two of these three courses are required.

Personnel Relations (Master of Business Administration degree)

This concentration in Personnel Relations is designed for students who are interested in the new policies and methods developed by business and public agencies for dealing with the people who work for them. The selection, compensation, and training of personnel and the development of manpower resources is one of the most important and most difficult tasks of the modern manager. The personnel function in all large private enterprises now requires the skill of a professional staff. Personnel managers and their assistants have steadily acquired higher status and broader influence as labor costs, labor relations, and the problems of maximizing production through improvement of morale and motivation have become more important concerns of management.

Students who choose this concentration may expect to find careers as personnel officers in business organizations; as personnel consultants; or as personnel specialists in research agencies or in trade and professional associations.

The requirements for this concentration can be fulfilled by a program of courses which includes the following:

	<i>1st term</i>	<i>2nd term</i>
230-231. Business Policy and the Public Interest	3	3
150-151. Legal Problems of Business	3	3
200. Problems in Business Administration . .	3	
203. Advanced Personnel Administration . .	3	
304. Individual Study in Personnel Administration		2

The remaining courses necessary for the degree may be selected, with the approval of the faculty adviser, from among the course offerings of the School and from the wide range of appropriate graduate and professional courses offered in other divisions of Cornell University.

Special (Master of Business Administration degree)

In appropriate circumstances, second-year students will be permitted to complete *Special* concentrations consisting of courses 150-151 (Legal Problems of Business) and courses 230-231 (Business Policy and the Public Interest) plus 18 hours of work approved by the student's adviser and the Dean. Such a *Special* concentration might, for example, be worked out in Transportation.

THE MASTER OF PUBLIC ADMINISTRATION DEGREE

The School's program in public administration is based upon the central role of government in modern life, the rise of the career public service, and the increasing demand for trained public managers. Emphasis in training is upon the managerial role in public administration, upon the manager's task in policy making and in the management process, and upon the special problems and methods of the public agencies concerned with regulating, or participating in, the activities of the business community. The program is intended for students who aspire to international, federal, state, or local government careers or who plan to work with private enterprises or business groups in the management of their relations with government.

The requirements for the concentration in Public Administration can be fulfilled by a program of courses which includes the following:

	<i>1st term</i>	<i>2nd term</i>
230-231. Business Policy and the Public Interest	3	3
252. Constitutional Law	3	
253. Administrative Law		3
201. Problems in Public Administration ..	3	
204. Selected Public Agencies		3
207. Governmental Budgeting and Accounting	3	

The remaining courses necessary for the degree may be selected, with the approval of the faculty adviser, from among the course offerings of the School and from the wide range of appropriate graduate and professional courses offered in other divisions of Cornell University.

Description of Courses

In addition to the courses listed below, many appropriate courses given in other divisions of the University are open to students in the School. The wide range of work offered at Cornell University makes it possible for students in the School to elect courses bearing directly on special areas of student interest such as Economics, Government, Labor Relations, Production Management, Agricultural Problems, and Food and Nutrition.

ADMINISTRATION

100. *ADMINISTRATION*. First term. Credit three hours. Mr. Hoslett.

A study of the principles and practices of administration common to both public and private enterprises. The course begins with an analysis of the basic economic and political factors which establish the environment and climate of contemporary administration. It then proceeds to an intensive examination of the policy making process, the development and maintenance of organization plans, and the nature and use of general instruments of administration (planning, controls, evaluation, coordination).

101. *ADMINISTRATION*. Second term. Credit three hours. Mr. Hoslett.

Continuation of Administration 100. Emphasis is first given to the problems of administrative relationships (including the concepts of the informal organization, the role of communication, the nature of morale). Attention is then given to the functions of the executive groups; to the use of personnel policies; and to the problems of administrative responsibility to the public, to the organization, to codes of ethics. The course is concluded by a period of review and application in which case studies are used.

102. *PERSONNEL ADMINISTRATION*. Second term. Credit three hours. Mr. Hoslett.

A study of the administration of personnel policies in business and public organizations. Various approaches to the management of the personnel function are studied; emphasis is given to the concept of personnel work as staff assistance to operating officials. Attention is given to the tools available to the personnel administrator in formulating policy, in approaching policy-centered and person-centered problems, and in maintaining organizational equilibrium. Formal personnel methods and techniques are studied, in part through case analysis. Readings, discussions, reports, and practice sessions in the application of techniques.

200. *PROBLEMS IN BUSINESS ADMINISTRATION*. First term. Credit three hours. Mr. Duncan.

This course is designed, through the use of the case method, to acquaint the student with major executive problems in various industries and with the responsibilities of top management in connection therewith. In this process, training is provided in the diagnosis of current problems and in the formulation of sound administrative policies and practices. Important topics considered include: sizing up a company's situation; defining objectives; building and maintaining an administrative organization to carry out plans; and reappraising objectives and policies in the light of changing conditions. *Prerequisite:* Administration 101.

201. *PROBLEMS IN PUBLIC ADMINISTRATION*. First term. Credit three hours.

The case method is used to introduce the student to the typical situations in which public managers must translate broad public policy into concrete programs of action or recommendation. Special attention is given to case studies which illustrate the manager's task of analyzing and integrating the many forces and interests involved in decision making, the skills which enable the manager to build and maintain a successful organization, and the usefulness of administrative theory in real-life situations. From this perspective, intensive analysis is made of the problem of responsibility, functions of staff agencies, trends toward decentralization, use of government corporations, organization and methods of the agencies regulating or assisting business, and the growth of planning agencies.

203. *ADVANCED PERSONNEL ADMINISTRATION*. First term. Credit three hours. Mr. Hoslett.

In this course intensive study is given to special areas in personnel administration—such as the organization and relationships of the personnel department, executive development, and supervisory development—and to the analysis of administrative situations involving problems in personnel policies and in human relations. Attention is devoted to increasing the ability of the administrator in diagnosing social situations involving personnel problems, in ascertaining remedial lines of action, and in influencing the organization to achieve the desired ends. *Prerequisite:* Course 102 or its equivalent or consent of instructor.

204. *PROGRAMS, POLICIES, AND ADMINISTRATION OF SELECTED PUBLIC AGENCIES*. Second term. Credit three hours.

This course selects for intensive analysis a representative sample of international, federal, state, municipal, and local public agencies. The origins of the agency, its basic grant of authority, its major assignments, its general policies, its organizational structure, and its working methods, as well as its accomplishments, are studied. Original source documents and lectures from the agencies will serve to give the student a first-hand introduction to the management of representative public institutions.

207. *GOVERNMENTAL BUDGETING AND ACCOUNTING*. First term. Credit three hours.

An advanced course in the formulation and use of the budget as a planning and control instrument in government; problems raised by the budgetary process; the peculiarities of government accounting and their relation to budgeting.

301. *INDIVIDUAL STUDY IN ADMINISTRATION*. Second term. Credit two hours.

Each student will explore a significant problem in public administration through

an individual project involving directed readings, intensive research, and a written report meeting high standards of thoroughness and originality.

304. *INDIVIDUAL STUDY IN PERSONNEL ADMINISTRATION*. Second term. Credit two hours. Mr. Hoslett.

Individual work in reading and research for the advanced student, involving a project adapted to individual needs and interests. Subjects for intensive inquiry may include specific personnel administration in particular organizations, public or private.

SEMINAR IN PUBLIC ADMINISTRATION (Government 286). Second term. Mr. Huzar.

A survey of federal administrative problems. The problems treated will vary from year to year.

ACCOUNTING

110. *PRINCIPLES OF ACCOUNTING*. First term. Credit three hours. Mr. Childs.

Functions of accounting; problems of valuation; principles underlying and techniques of recording business transactions; adjusting and closing procedures; statement construction and analysis; system of internal control; use of machines; applications to small business.

110. *PRINCIPLES OF ACCOUNTING*. First term. Credit three hours. Mr. Childs.

Accounting for financial and operational control — budgeting, statistical devices, and internal reports; special procedures in accounting for partnerships, corporations, and multi-unit enterprises; accounts of a manufacturing business — materials, labor and burden control; special procedures in fund accounting for governments and institutions; manufacturing case.

112. *ADVANCED ACCOUNTING*. First term. Credit three hours. Mr. Shannon.

Problems of income determination and allocation; the admission, valuation, and presentation of each typical asset and equity element in a balance sheet and the related revenue and expense aspects; analysis and interpretation of financial statements according to varying philosophies; special topics — sinking funds, special reserves, and operating schedules. *Prerequisite*: Accounting 111 or equivalent.

113. *ADVANCED ACCOUNTING*. Second term. Credit three hours. Mr. Shannon.

Problems of a partnership; consignments; branch accounting; consolidated statements; foreign exchange; estate and trust accounting; accounting for governmental and institutional units; reorganization and liquidation statements. *Prerequisite*: Accounting 112.

210. *COST ACCOUNTING*. Second term. Credit three hours. Mr. Childs.

Review of internal control systems; basic cost classifications and records; analysis of manufacturing cost components — material, labor, and burden; brief study of job order and process cost systems; extended study of standard costs as applied to manufacturing and to distribution; cost reports for managerial use; uniform cost accounting systems. Cases, problems, and field trips to selected industries. *Prerequisite*: Accounting 110 and 111 or consent of instructor.

212. *INTERNAL CONTROL*. First term. Credit three hours. Mr. Childs.

The control process; internal check; internal auditing; accounting for operational and financial planning and control. Internal check: principles; plans for small and large organizations; applications to specific businesses—routing, forms, use of voucher system, controlling accounts, and subsidiary ledgers; internal reports; use of machines. Internal auditing: place in internal control system; special procedures. Accounting for operational and financial planning and control: budgeting, statistical devices; internal reports. Cases, problems, and field trips to selected industries. *Prerequisite*: Accounting 110 and 111 or consent of instructor.

214. *TAX ACCOUNTING*. Second term. Credit three hours. Mr. Shannon.

Federal income tax provisions and procedures are emphasized; problems of computing gross income, deductions, credits against net income, and tax liability; preparation of tax returns; special taxes—social security, corporate, estate, and excise taxes; comparison of commercial accounting practices and tax accounting provisions. *Prerequisite*: Accounting 111 or equivalent.

215. *FINANCIAL ACCOUNTING*. First term. Credit three hours. Mr. Nilsson.

Examinations of the principles, rules, and conventions underlying the construction of financial statements, including consolidated statements, with particular view to providing an understanding of the possibilities and limitations of financial statement analysis. Financial reporting practices and the techniques of statement analysis will be stressed. Attention will be given to the financial reporting requirements of security regulation agencies. *Prerequisite*: Accounting 111 or its equivalent.

216. *AUDITING PROCEDURE*. Second term. Credit three hours. Mr. Childs.

Investigation of system of internal control; types of audits; procedures—auditing to the trial balance, account analysis, and preparation of working papers; the audit report and auditor's certificate; special procedures in auditing accounts of governmental units and institutions; A.I.A. statements of auditing standards; application of principles in practice case. *Prerequisite*: Accounting 110 and 111 or consent of instructor.

ECONOMIC AND BUSINESS HISTORY

120. *ECONOMIC AND BUSINESS HISTORY*. First term. Credit three hours. Mr. Hutchins.

A study of the evolution of economic structure, business organization and practice, and economic policy in Europe and America. Primary emphasis is on the period 1750–1860. Among the topics covered are: some origins of the modern economic and business system; the economy of the eighteenth century; types of mercantile business before 1800; the industrial revolution; early nineteenth-century industrial enterprise; labor conditions; the development of transportation; the new commercial structure of the mid-nineteenth century; the rise of Britain as a financial center; American financial patterns; and concepts of public economic policy. Lectures, cases, and discussions.

121. *ECONOMIC AND BUSINESS HISTORY*. Second term. Credit three hours. Mr. Hutchins.

A continuation of course 120 covering the period 1860–1950. Leading topics are: competition and consolidation among railroads in Europe and America; the evolution

of the steamship system; problems associated with the rise of modern large-scale industry in America and Europe; characteristic types of industrial entrepreneurship; the evolution of a new market structure; the reorganization of world agriculture and the emergence of control plans; power resources, development, and problems; evolution of modern financial structures; basic economic trends; and comparative public economic policies. Lectures, cases, and discussions. First term not prerequisite to second.

ECONOMICS AND POLICY

130. *ANALYTICAL ECONOMICS*. First term. Credit three hours. Mr. de Chazeau.

Emphasis will be placed on economic analysis rather than descriptive economic knowledge, on a technique of thinking rather than a body of settled conclusions. While initial attention will be given to the factors affecting the functioning of the business system as a whole, the primary focus of attention will be production and pricing problems as they confront the management of an individual firm. An attempt will be made to develop in the student an understanding of demand and money cost conditions which confront the business firm and of the techniques for analyzing these conditions as a basis for managerial decision.

This course is required of all first-year students who have not completed an accredited course in intermediate economic theory or its equivalent.

230-231. *BUSINESS POLICY AND THE PUBLIC INTEREST*. Throughout the year. Credit three hours a term. Mr. de Chazeau.

A study of the public and private aspects of major issues arising out of evolving social and political purposes and business organization, policies, and practices. Selected problems for particular attention include price determination and pricing systems, labor-management relations, capital outlay policies, the preservation of competition, and broader questions of business-government relations and policies involved in the maintenance of high productive employment. Class discussion will be supplemented by written reports designed to provide training in the appraisal, analysis, and presentation of complex problems in succinct, businesslike form.

This course is required of all second-year students. *Prerequisite*: Course 130 or its equivalent.

FINANCE

140. *FINANCE*. Second term. Credit four hours. Mr. Nilsson.

An introduction to the principles and practices of finance and their application in business and public administration. The uses of financial instruments, problems of short-term and capital financing, methods of security distribution, financial expansion, and reorganization, and the operation of specialized financial institutions and money and capital markets are surveyed. Considerable attention will be given to the methods of financing current operations and to the financial problems of small business. The regulatory aspects of government financial controls are discussed.

PUBLIC FINANCE (Agricultural Economics 138, Taxation). First term. Credit three hours. Mr. Kendrick.

A study of the principles and practices of public finance, with emphasis on taxation. Among the topics examined are: growth of public expenditures; the changing pattern of federal, state, and local taxation; the incidence of taxation; and fiscal policy.

FEDERAL PUBLIC FINANCE (Economics 502). Second term. Credit three hours. Mr. Kendrick.

An examination of national problems of taxation, expenditures, public debt, and fiscal policy.

240. *ANALYSIS OF AMERICAN INDUSTRIES*. Second term. Credit three hours. Mr. de Chazeau.

A study of economic, technological, and institutional factors shaping the development of leading American industries and of selected firms within those industries. The object of this course is to sharpen the student's ability to analyze investment prospects of a firm and its industry. Emphasis is placed on individual research. Each student will be required to submit and to defend before the class a comprehensive report on a selected firm outside the fields of public utilities, railroads, and finance. *Prerequisite*: Course 130 or its equivalent.

243. *FINANCIAL MANAGEMENT*. First term. Credit three hours. Mr. Nilsson.

A study of the financial management of corporations viewed principally from the position of the corporate financial officer. Based largely on the study of cases, the course focuses attention on the organization and operating problems involved in corporate financial administration. Selected problems on promotion financing, planning of capital structure, securities issuance, mergers and consolidations, and reorganization under the federal Bankruptcy Act are considered. Instruments of long-term finance and security devices are studied in detail. Problems of working capital management, methods of budgetary control, and financial planning in relation to reserve, surplus, and dividend policies are given considerable attention. The impact of federal government regulations on corporate financial policy will be fully discussed. *Prerequisite*: Finance 140.

244. *INVESTMENT MANAGEMENT*. Second term. Credit three hours. Mr. Nilsson.

A course of study in the fundamentals of investment analysis and management designed primarily for students planning entry into the fields of investment banking and institutional investment. Methods of security analysis, the uses of technical aids in investment analysis, and policies governing the management of investment funds, private and institutional, are studied in detail. Other topics of study include: the organization and functioning of underwriting firms, methods of security distribution, the operation of security markets, brokerage activities, investment counseling, and investment trust management. Considerable attention will be given to the regulatory activities of the federal Securities and Exchange Commission. *Prerequisite*: Finance 140.

LAW

150-151. *LEGAL PROBLEMS OF BUSINESS*. Throughout the year. Credit three hours a term. Mr. Curtiss.

The fundamentals of the law as applied to business transactions; governmental regulation of business and industry; lectures, reports, and problems. This course is required of all candidates for the M.B.A. degree. It may be taken either year.

250. *ADVANCED BUSINESS LAW*. First term. Credit three hours. Mr. Shannon.

Primarily for second-year students desiring to fulfill academic requirements for the Certified Public Accountant certificate, but open to all students. Extended study

is made of the following fields of law: Contracts, Sales, Negotiable Instruments, Agency, Partnership, Corporations, and Property. Case method of study is used. *Prerequisite*: Legal Problems of Business 150 and 151.

252. *CONSTITUTIONAL LAW*. First term. Credit three hours. Mr. Sutherland.

Given in the Law School. A study of judicial interpretation of the Constitution of the United States. Principal attention is given to the commerce power and to the due process and equal protection provisions of the Fourteenth Amendment. The course also treats the federal power to tax and spend, the Bill of Rights, and some of the Constitutional Law elements of procedure.

253. *ADMINISTRATIVE LAW*. Second term. Credit three hours. Mr. Freeman.

Given in the Law School. A discussion of the law applicable to determinations involving private rights made by bodies other than the courts. A study of the theory of the separation of powers and of the functions of the three branches of government. The course centers upon the nature of the various powers over private rights granted to nonjudicial bodies; the nature of the proceeding before such bodies; the manner of the determination of the issue, including executive discretion; and the nature of the control exercised by the courts over such determinations. Courses 252 and 253 are required of all second-year students who are candidates for the Master of Public Administration degree.

MARKETING AND DISTRIBUTION

160. *MARKETING*. First term. Credit three hours. Mr. Duncan.

A study of the policies and principles governing the distribution of goods from producers to consumers and of the functions performed by the various types of distributive agencies involved. The case method is employed and the management point of view is emphasized. Emphasis is placed upon governmental rules and regulations affecting marketing activities. Among the topics considered are the following: the nature and scope of marketing problems; merchandising; the influence of buyers and consumers on marketing policies; channels of distribution, including an analysis of wholesale and retail agencies; and brand policy and sales promotion. A number of written reports, devoted to current marketing problems, are required.

161. *MARKETING*. Second term. Credit three hours. Mr. Duncan.

A continuation of Marketing 160. Attention is given to price determination and policies, marketing costs, efficiency, governmental relationships, marketing trends, and marketing diagnosis and policy under present conditions. *Prerequisite*: Marketing 160.

261. *PROBLEMS IN SALES MANAGEMENT*. Second term. Credit three hours. Mr. Partner.

An analysis of the problems of representative companies in formulating sales policies and in managing their sales organizations. Detailed consideration is given to broad problems of product and market planning; the determination of sales territories; the selection, training, compensation, stimulation, and control of the sales force; and the control of marketing costs. Cases devoted to practice of typical companies are examined and appraised. *Prerequisite*: Marketing 161.

262. *MARKETING RESEARCH*. First term. Credit three hours. Mr. Partner.

A consideration of the broad principles of scientific method and the application of the techniques of statistics, psychology, engineering, and accounting to general marketing research studies and to the solution of specific marketing problems. Emphasis is placed upon the following: management's need for facts as a basis for the establishment of policies; determination of research objectives; and procedures involved in conducting marketing investigations. Students are required to conduct an actual field study. *Prerequisites*: Marketing 161 and Statistics 170.

263. *RETAIL DISTRIBUTION*. First term. Credit three hours. Mr. Duncan.

A study of the retail distribution structure in the United States and of the problems involved in successful store operation under current conditions. Among the important topics considered are the following: kinds and types of retail stores and trends in their development; store location and layout; merchandise, sales promotion, and service policies; buying, merchandise control, and pricing methods; personnel organization and problems; advertising and personal salesmanship; store operation; accounting, credit, and finance; and general management problems. *Prerequisite*: Marketing 161.

264. *ADVERTISING MANAGEMENT*. Second term. Credit three hours. Mr. Partner.

An appraisal of advertising as a management tool in the marketing of consumers' and industrial goods. Among the topics treated are the following: research as a basis for defining advertising objectives; determination and control of the advertising appropriation; selection of media; measuring advertising effectiveness; and co-ordination and integration of advertising with other sales activities. Important case histories are analyzed, and social and economic aspects of the subject are stressed. *Prerequisite*: Marketing 161.

269. *MARKETING SEMINAR*. Second term. Credit three hours. Mr. Duncan.

A consideration of important current problems in the field of distribution together with an appraisal of their economic and social significance. In addition to research in particular areas of interest, students are required to evaluate the contributions of various writers to marketing literature. Special attention is given to current developments in marketing theory. Oral and written reports constitute an integral part of the course.

Required of all students concentrating in Marketing. Open to others by special permission. *Prerequisite*: Marketing 161 and 262.

STATISTICS

170. *STATISTICS*. First term. Credit four hours. Mr. Partner.

The development and application of statistical measures as administrative tools. Among the topics treated are: collection of data, charts, averages, dispersion, index numbers, sampling, correlation, and time series analysis. Laboratory work forms an essential part of the course. A knowledge of simple algebra is assumed.

TRANSPORTATION

180. *TRANSPORTATION*. First term. Credit three hours. Mr. Hutchins.

A study of American transportation from the points of view of carriers, shippers, and public authorities. The emphasis is on the economics and practices of rate

making, especially of railroads. Among the most important topics covered are: rates and the location of industry; national traffic flows; theory of rates; classification of freight; rate systems; commodity rate structures; new types of rates; rate divisions, rate bureaus, and other intercarrier relations; the development of regulation; the determination of the general level of rates; reasonableness of particular rates; the long and short haul clause. Lectures, cases, and discussions.

181. *TRANSPORTATION*. Second term. Credit three hours. Mr. Hutchins.

A continuation of Transportation 180. New construction and abandonment; new equipment; railroad operations and service; policy problems; railroad finance and its regulation; consolidation; motor carrier transportation, operations, and rate structures; tramp shipping, including charters and charter rates; ocean line services, rates, and conferences; merchant marine policy; port and terminal facilities; some aspects of air transportation and air policy. *Prerequisite*: Transportation 180.

CANDIDATES FOR DEGREE, JUNE, 1951

- Andersen, Kenneth Robert, B.S., 1949, Newberry College.....Brooklyn
 Azan, Antoine Marie, B. Phil. and Letters, 1944, Lycée Condorcet Institut d'Etudes
 Politiques....Paris, France
 Barbis, Basil Milton, B.B.A., 1949, Armstrong College.....Oakland, Calif.
 Beggs, Archald Henry, B.S. in C.E., 1940, Carnegie Institute of Technology..Ithaca
 Berger, Morton, Arts-Business and Public Administration.....Long Beach
 Berthold, Henry Leonard, Arts-Business and Public Administration....Rochester
 Bow, William Robert, B.A., 1949, Cornell University.....Geneseo
 Brass, Paul William, Arts-Business and Public Administration..Upper Montclair,
 N. J.
 Braunschweig, Philip Charles, B.A. in Chem., 1949, Washington and Lee University..
 Rochester
 Bruno, Russell John, Arts-Business and Public Administration.....Groton
 Caruso, Enrico John, B.S. Chem., 1949, Ohio University.....Rochester
 Cleary, Edward James, B.S., 1949, Cornell University.....Ithaca
 Cooper, Morgan, B.A., 1949, Harvard College.....Syracuse
 Cooper, William Harris, B.A., 1949, Washington College.....Chestertown, Md.
 Culbertson, David Joseph, Arts-Business and Public Administration.....Ithaca
 Davis, Bruce Deylen, Chemical Engineering-Business and Public Administration....
 Tuckahoe
 Dendo, Albert, B.A., 1949, Cornell University.....Brooklyn
 DeWolfe, Robert Rathbun, B.S., 1926, United States Naval Academy..Noank, Conn.
 Diamond, Richard Michael, Agriculture-Business and Public Administration.....
 South Orange, N. J.
 Druker, Robert Morris, B.A., 1949, Syracuse University.....Binghamton
 Dull, Donald Wesley, B.S. in E.E., 1947, University of Pittsburgh.....Elmira
 Eckert, Charles Nicholas, Arts-Business and Public Administration.....Ithaca
 Ellison, Donald Warren, B.S. in A.E., Tri-State College.....Washington, D. C.
 Faistenhammer, George Leo, B.A., 1949, Cornell University.....Binghamton
 Farkas, Alexander Spencer, B.A., 1949, University of Chicago....Stamford, Conn.
 Faulkner, David MacKenzie, B.B.A., 1949, New York University....Guilford, Conn.
 Fay, John Aden, Arts-Business and Public Administration.....Williamsburg, Pa.

- Ferguson, Glenn Walker, Arts-Business and Public Administration....Bethesda, Md.
 Furfare, Rocco Joseph, B.A., 1949, Cornell University.....East Rochester
 Gavin, Charles Francis, B.A., 1948, Monmouth College.....Monmouth, Illinois
 Gilbert, Stanley Raymond, B.Chem.E., 1949, Cornell University....Newton Center,
 Mass.
 Helman, William Wilson, III, Arts-Business and Public Administration..Greensburg,
 Pa.
 Holzman, Robert Norman, B.C.E., 1949, Cornell University.....Malden, Mass.
 Hutchison, Lewis Dwight, B.Arch., 1945, Cornell University.....Rochester
 Jackson, Donald Malcolm, Arts-Business and Public Administration..Rocky River,
 Ohio
 Kiplinger, Willet Bogert, Arts-Business and Public Administration.....Snyder
 Kirkpatrick, Sidney Dale, Jr., B.S., 1948, University of Illinois.....Short Hills, N. J.
 Klauder, David Streeper, III, Electrical Engineering-Business and Public Administra-
 tion.....Ithaca
 Kunz, John Henry, Jr., B.C.E., 1949, Cornell University.....Douglaston Manor
 Lockerby, Davis Linton Lyall, B.A., 1949, Bishop's University..Westmount, Que.,
 Canada
 Lockwood, Harry Beecher, Jr., B.A., 1949, Dartmouth College.....Schenectady
 Markham, Bruce Simeon, B.S., 1949, Cornell University.....Constableville
 McCurry, Donald Reid, Arts-Business and Public Administration....Chicago, Ill.
 Mueller, Henry Parker, B.A., 1949, Tufts College.....Winchester, Mass.
 Myers, Richard Robinson, Arts-Business and Public Administration..Madison, N. J.
 Nix, Morris Banks, B.S., 1945, Franklin and Marshall College....Lucketts, Virginia
 O'Brien, John McLeod, Hotel-Business and Public Administration.....Buffalo
 O'Hayer, Edward Joseph, B.S. (SS), 1949, Georgetown University...New Rochelle
 O'Neill, John Joseph, B.S., 1942, Ithaca College.....Ithaca
 Palmer, Roger Raymond, B.S., 1949, University of Wisconsin.....New York City
 Parsons, Gerald Allen, Arts-Business and Public Administration.....Kinderhook
 Pfeifer, Robert Walter, Arts-Business and Public Administration....Montclair, N. J.
 Pollock, Alan Harper, B.S., 1949, Harvard College.....Sacramento, Calif.
 Pollock, George William, Jr., Arts-Business and Public Administration..Milwaukee,
 Wis.
 Potts, William Edward, B.A., 1949, Cornell University.....Reading, Pa.
 Pressman, Sonia, Arts-Business and Public Administration.....Long Beach
 Read, Charles Stuart, B.S. in A.E., 1949, Cornell University.....Thiensville, Wis.
 Roberts, Daniel Kenneth, Mechanical Engineering-Business and Public Administra-
 tion....Brooklyn
 Rosensweig, Paul Sheldon, Arts-Business and Public Administration....Cedarhurst
 Ross, George Perry, Jr., B.A., 1949, Cornell University.....Auburn
 Roudebush, George Milton, III, B.A., 1949, Denison University....Shaker Heights,
 Ohio
 Russo, Romolo Raymond, B.A., 1949, Wesleyan University.....Middletown, Conn.
 Schaefer, Frederick Francis, Certificate, 1947, Stavanger Handelsgymnasium.....
 Stavanger, Norway
 Schaefer, Stanley, B.A., 1949, Cornell University.....Brooklyn
 Schaenen, Nelson, Jr., Arts-Business and Public Administration..Basking Ridge, N. J.
 Schafer, Ralph Milton, B.S., 1947, Cornell University.....Fredonia

- Schumacher, Fritz Preben, Diploma in Electrical Engineering, 1945, Copenhagen Teknikum..Copenhagen, Denmark
- Southhall, Colin Michael, B.A., 1947, University of Cape Town; B.A. (Law), 1949, University of Oxford..Cape Town, South Africa
- Waddell, Hughes Crothers, Arts-Business and Public Administration....Riverdale
- Westmen, Robert Thomas, B.A., 1949, DePauw University.....Scarsdale
- Whitlow, Edward Wesley, B.S., 1949, Virginia State College.....Richmond, Va.
- Wit, Philip Bassist, B.A., 1949, University of Texas.....Brookline, Mass.

CANDIDATES FOR DEGREE, JUNE, 1950

- Aaronson, Jules Joseph, B.A., 1949, Cornell University.....Brooklyn
- Alpern, Jerome, B.S., 1949, Cornell University.....New York City
- Asdell, Philip Tregarthen, B.A., 1949, Cornell University.....Ithaca
- Baer, Donald Morris, B.A., 1948, Yale University.....Wyncote, Pa.
- Banerjee, Ranjit Kumar, B.A., 1946, St. Xavier's College.....Calcutta, India
- Bayern, Gerald J., B.A., 1947, Columbia University.....Jackson Heights
- Bell, Roy Edgar, B.S., 1948, University of Tennessee.....Memphis, Tenn.
- Belt, David Hickman, B.C.E., 1943, Cornell University.....Baltimore, Md.
- Berman, Ralph Henry, B.S., 1946, Massachusetts Institute of Technology.....Brighton, Mass.
- Blum, Jerome Martin, B.S. in A.E., 1948, Cornell University.....Maplewood, N. J.
- Buzby, Jesse Milton, Jr., B.A., 1948, Harvard College.....San Juan, Puerto Rico
- Christnacht, John Armand, Ph.B., 1948, Marquette University....Milwaukee, Wis.
- Cohen, Joseph Calman, B.A., 1948, University of Massachusetts....Holyoke, Mass.
- Davis, Raymond Harold, B.S., 1948, McGill University.....Montreal, Canada
- Fisher, Louis, B.A., 1948, Cornell University.....Yucaipa, Calif.
- Flash, Edward Serrill, Jr., B.A., 1949, Cornell University.....Chatham, Mass.
- Gratz, Kenneth Leroy, B.S., 1942, University of Pennsylvania..Gainesville, Florida
- Haack, William Burger, B.S., 1949, Rhode Island State College.....Rochester
- Haas, Bert Robert, B.A., 1948, Middlebury College.....New York City
- Hodapp, Edward Joseph, B.A., 1949, Cornell University.....Mankato, Minn.
- Irwin, Robert Richard, B.A., 1949, Cornell University.....Ithaca
- Jacobson, Robert Nathan, B.A., 1949, Cornell University.....New York City
- Johnston, Richard Ambrose, B.A., 1948, Swarthmore College.....Rochester
- Jones, Albert Evan, B.S. in M.E., 1948, Cornell University.....Old Forge, Pa.
- Kay, David Clark, B.Chem.E., 1949, Cornell University.....Bloomfield, N. J.
- Kwok, Bartholomew Man-Him, B.S., 1948, Fordham University..Hong Kong, China
- Lechter, Muriel Bernice, B.A., 1949, Cornell University.....Newark, N. J.
- Lewis, Walter Bendy, B.A., 1946, LL.B., 1949, Cornell University.....Ithaca
- Loomis, Howard Krey, B.A., 1949, Cornell University.....Omaha, Nebraska
- Ludington, Howard Jerome, Jr., B.A., 1949, Cornell University.....Rochester
- McCagg, George Wilson, Jr., B.A., 1948, Cornell University.....New York City
- McKelvey, Martha Jane, B.A., 1949, Cornell University.....Ames, Iowa
- McKinney, Joseph Edward, B.S., 1939, Georgia School of Technology..Atlanta, Ga.
- Mead, Charles Putnam, B.S., 1932, Cornell University.....Ithaca
- Muller, Harry J., B.A., 1943, Brothers College of Drew University..Grand Gorge
- Odell, David Keith, B.S., 1947, University of Pennsylvania.....Mill City, Pa.
- Parker, Wilbur, B.A., 1949, Cornell University.....Newark, N. J.

Perrin, Herbert Towle, Jr., B.A., 1948, Kenyon College.....Gambier, Ohio
Raney, Clayton Evan, B.A., 1949, Cornell University.....Akron, Ohio
Rogers, John Barker III, B.C.E., 1949, Cornell University.....Ithaca
Rollinson, Thomas Toburn, B.S., 1948, Cornell University.....Yonkers
Seidel, Kenneth, B.S., 1948, The Johns Hopkins University.....Clifton, N. J.
Serve, Michael, B.S., 1949, Cornell University.....Wilmington, Del.
Shuster, Theodore Donald, Jr., B.S., 1947, New York University.....Brooklyn
Weissenborn, Stanton Focht, B.A., 1949, Cornell University..Upper Montclair, N. J.
Wengert, Harlan Richard, B.S., 1949, Cornell University.....Lebanon, Pa.
Wesley, Joseph, B.S., 1948, Cornell University.....Roscoe
Woodams, Peter Michael, B.A., 1948, University of Rochester.....Rochester
Worsnop, Robert Arthur, B.A., 1949, Cornell University.....Ardsley
Wurts, Alan John, B.A., 1948, Cornell University.....Upper Montclair, N. J.

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Graduate School, Medical College, Cornell University-New York Hospital School of Nursing, Law School, College of Arts and Sciences, College of Architecture, College of Engineering, School of Business and Public Administration, New York State College of Agriculture, Two-Year Courses in Agriculture, Farm Study Courses, New York State School of Industrial and Labor Relations, New York State College of Home Economics, Department of Hotel Administration, New York State Veterinary College, School of Nutrition, School of Education, Independent Departments, Summer Session, Annual Report of the President.

Also available are a *Directory of Staff* (25 cents, postpaid), a *Directory of Students* (35 cents, postpaid), and *A Book of Pictures* (50 cents, postpaid).

Correspondence regarding these publications should be addressed to

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